SALES & MARKETING MANAGEMENT

SEPTEMBER 1990
A BILL PUBLICATION
FOUR DOLLARS

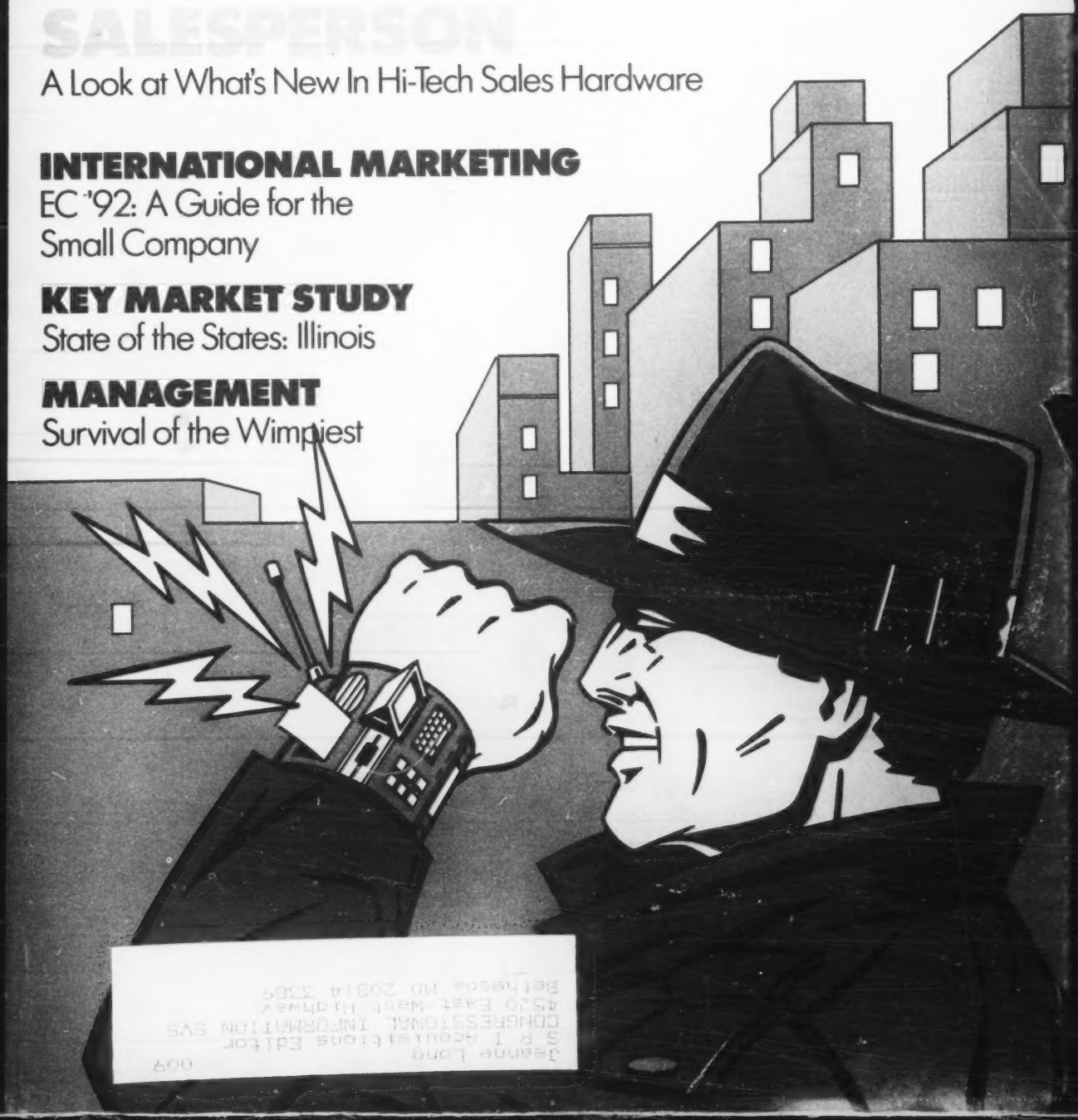
THE ELECTRONIC SALESPERSON

A Look at What's New In Hi-Tech Sales Hardware

INTERNATIONAL MARKETING
EC '92: A Guide for the Small Company

KEY MARKET STUDY
State of the States: Illinois

MANAGEMENT
Survival of the Wimpiest



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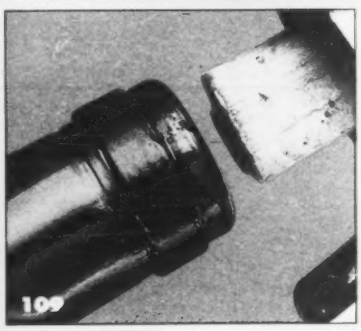

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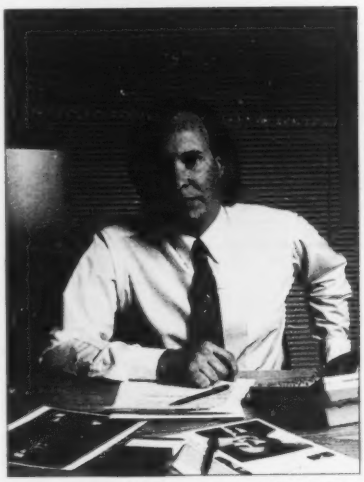
ABP BPA

THE RACE

A CHANGE OF PACE



Change. That's what we're all about this month. Technological change. Changes in focus. Political change. Changing attitudes. Economic change. Internal change. Change for a twenty. Spare change. If it's changing, we've got it covered. If it's not changing, we figure that, too, will change sooner or later. We will, however, keep you informed just in case the status on this changes.

■ ***Technological Change:*** Time was when selling revolved around the *Three I's*—Initiative, Ingenuity, and Interaction. Over the course of the last 30 years or so, however, technology has added another element to the selling process, one based on the *Three G's*—Gizmos, Gimmicks, and Gadgets. Now, these two facets have merged to produce a third category, one that combines the best (and often the worst) aspects of both personal skills and portable thrills. The result: the debut of the *Three H's*—Human, Hi-Tech, and (if you're not careful) Hernia. For an in-depth look at the newest, smallest, and lightest of today's hi-tech sales tools, I invite you to check out "The Electronic Salesperson" on page 44.

■ ***Changes in Focus:*** The next two features, "Seminar Selling" and "Survival of the Wimpiest," discuss some new ways of attacking age-old issues like the sales call and the management selection process. In the latter piece, illustrator Steve Atoe has done his usual outstanding (if somewhat bizarre) job of providing his own version of the *Three H's*—Humor, High Quality, and How-the-hell-does-he-think-of-this-stuff? To find out, see page 89.

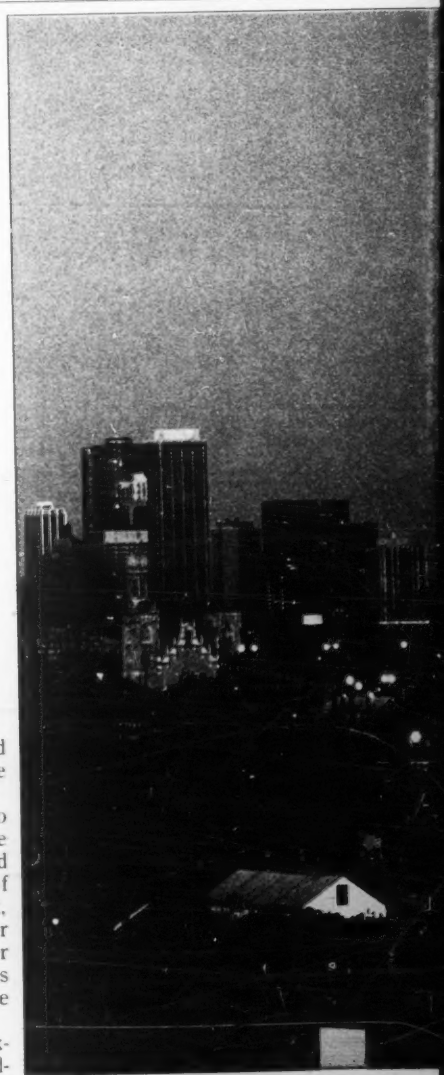
■ ***Political Change:*** It's been one hell of a year for Europe. The Berlin Wall coming down, democratic change sweeping through the Eastern Bloc, the reunification of Germany—you name it, it's happened. Naturally, all these goings-on have tended to overshadow another European development, that of "EC '92," the target date/moniker for a unified European marketplace that should make it easier for small and medium-sized firms to penetrate the formerly labyrinthian maze of regulations and red tape that often used to stymie their efforts. Also in this piece: a late-breaking sidebar that discusses an upcoming series of seminars on How to Do Business in the Soviet Union, jointly sponsored by S&MM, the Soviet government, and Bill Communications Exposition & Conference Group. Look for the story on page 96.

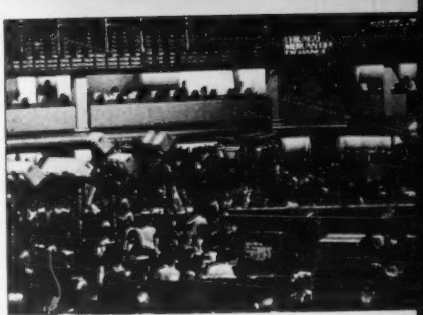
■ ***Changing Attitudes:*** The next feature, the second in an ongoing series covering Sales & Marketing Pursuits, deals with two separate but related topics: wine (the proper selection and serving thereof) and the ballot for our annual Business Executives' Dining Awards. In addition, a new department on Business Etiquette debuts in these pages, next month moving to its regular slot in the departments section. Truly some vintage stuff, beginning on page 109.

■ ***Economic Change:*** Finally, there's Illinois, a state that has undergone some dramatic changes of late, both economically and demographically. For a look at what's happening in the Prairie State these days, check out contributing editor Donna Wintergreen's insightful commentary on page 148.

STATE OF THE STATES: ILLINOIS

Diversity and change have transformed this once beleaguered midwestern market.





BY DONNA WINTERGREEN

Just 35 miles from downtown Chicago, there's a 600-acre chunk of pristine prairie that stands as a silent tribute to the vast, untamed wilderness that was once Illinois. Less than 200 years ago, most of the state looked like this—lush grasses and clumps of colorful wildflowers that stretched in every direction as far as the eye could see.

This particular piece of prairie is more than just a monument to the past, however, since beneath its otherwise verdant veneer lies a four-mile underground loop where subatomic particles whiz by at a blazing 186,232 miles per second.

Located on the grounds of the Fermi National Accelerator Laboratory, one of the nation's premier particle physics research centers, this seemingly peaceful plot (the largest example of this now-rare ecosystem in the state) is perhaps the perfect metaphor for modern-day Illinois: A place where prairie meets particle physics and things are not always what they seem on the surface.

Over the years, most marketers have tended to view Illinois as an extension of Chicago, with the rest of the state lumped together under the not-altogether-flattering banner of "Downstate," a term used by Chicagoans and others to describe any place outside the immediate confines of the Windy City.

Nowadays, however, with Chicago and its neighboring metros forming one vast, 11-county expanse of urban and suburban sprawl, the definition of Downstate has been altered somewhat, and one might even question whether the term is valid at all, given the rather impressive growth and change that has occurred in virtually every part of the state in recent years.

Downstate in Bloomington, for example, is the site selected by Diamond-Star Motors, the much-heralded joint venture between Chrysler and Mitsubishi. Downstate Peoria is the incubator for an infant biotechnology industry and the home of Caterpillar, Inc., the state's largest exporter. And Downstate Mattoon will soon become home for Mattoon Precision, another automotive-industry joint venture, this one between DK Manufacturing Inc. of Decatur, Ill.; Nukabe Manufacturing and Gunma Seiki of Gunma, Japan; and Diesel Kiki of Tokyo.

GLOBAL GROOMING

"If ranked as a separate country," points out Illinois Governor James ("Big Jim") Thompson, "we would have the fourteenth largest economy in the world." ▶

TERRY FARMER

PETER J. SCHULZ

An impressive stat, to be sure, but Thompson's global perspective involves more than just tossing around a few noteworthy numbers. The "new" Illinois is a state that's been painstakingly groomed by Thompson's administration for a leadership role in the world economy, and it's a role that the Governor and others in charge of the state's growth take very seriously indeed.

"The state of Illinois has fostered double-digit growth in exports and tourism through a strategic network of foreign offices we've built up over the past twenty-five years," he says. "We now have nine foreign offices in six countries, serving Eastern and Western Europe, Asia, Latin America, and Canada."

Equally impressive is the state's "Corridors of Opportunity" program, which provides funds to develop and promote economic "corridors" in such areas as hi-tech, automotive, agribusiness, services, general manufacturing, and tourism. With the support of the Department of Commerce and Community Development, the various corridor councils have promoted Illinois businesses both nationally and internationally, and have also attracted a number of new ventures to the state—many of them from Japan and other Asian nations.

What emerges from all this economic diversity and change is a picture of a state that seems well on its way toward overcoming the obstacles that have plagued many other midwestern locations. However, in spite of the cohesive efforts being undertaken at the state level, Illinois's six major metro

VITAL STATISTICS

POPULATION
Total: 11,696,900
Male: 5,660,658
Female: 6,036,242
Black: 1,846,090
Hispanic: 892,642
Median Age: 33.0
Households: 4,371,400

EFFECTIVE BUYING INCOME
Total: $163,535,104,000
Median Household: $28,438

RETAIL SALES
Total: $78,949,322,000
Per-Household: $18,060
Automotive: $16,711,127,000
Drugstore: $3,929,148,000
Eating & Drinking: $7,914,662,000
Food: $14,488,125,000
General Merchandise: $9,271,608,000

BUYING POWER INDEX
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markets tend to retain their own individual demographic and socioeconomic identities. In the profiles that follow, we'll examine each of these six markets in depth, revealing what it is that makes them worthy of your attention, both now and in the future.

AURORA-ELGIN

By the early 1900s, the expansion of Chicago's manufacturing sector had devoured most of the city's prime industrial sites, causing many businesses to look for new space in the belt of "satellite" cities that surround the burgeoning metropolis.

Chamber of Commerce:
312-897-9214/312-741-5660
Convention & Visitors Bureau:
312-741-5660

Population: 362,300
Households: 129,900
Black: 18,100
Hispanic: 39,100
Median Age: 31.1
Total EBI: $5,215,510,000
Median Hshld. EBI: $32,336
Retail Sales: $2,669,811,000
Buying Power Index: .1547

Nearly 100 years later, cities like Aurora and Elgin are still considered to have some of the most desirable real estate in the greater Chicago area, although these days it's housing, rather than industry, that has made these two locations attractive to Chicagoans. So attractive, in fact, that figures on new housing starts place both Aurora and Elgin among the Greater Chicago area's leaders for new housing units.

Of course, it's not all green lawns and white picket fences. Industry continues to be a major part of the overall economic picture in Aurora and Elgin, due in large part to a heavy and well-funded emphasis on business development. In recent years, office and industrial parks have sprung up to accommodate such well-known corporate residents as Toyota, George A. Hormel, the Chicago *Sun-Times*, Marantz, Hyundai, Farmers Insurance, Nissan, MTI (Mitutoyo), and Pepsi. With this kind of economic diversity, the Aurora-Elgin metro area obviously offers some solid business opportunities.

But what about the people? How do Aurora-Elgin's demographics stack up against the competition in terms of its desirability as a potential market for consumer goods and services? Well, aside from its position as the nation's 122nd-largest metro (with a population of 362,300), the two-county market places in the top 50 in terms of median household Effective Buying Income (EBI)—30th, at $32,336—and also ranks in the top 100 in its percentage of Hispanic residents (approximately 10%). In addition, Aurora-Elgin charts relatively high in the areas of per-household retail sales (91st, at $20,553), building material and hardware store sales (76th), apparel and accessory store sales (99th), and drugstore sales (94th). And with projections from S&MM's *Survey of Buying Power-Part II* showing this metro area growing at a steady 6.5% pace between 1988 and 1993, this should further solidify Aurora-Elgin's position as a market to be reckoned with in Illinois's rapidly changing consumer and business climate.

CHICAGO

To many Illinois residents, Chicago tends to be viewed with equal amounts of pride and resentment. On the one hand, this huge megalopolis provides a thriving and well-tuned tax base that feeds the state's coffers to a considerable extent. On the other, it's the proverbial "money pit" where business and industry vie for economic supremacy—not always, some might say, with the best interests of the city (and its citizens) at heart.

Naturally, this huge metro area (the third largest in the nation with just over 6.2 million residents) has a large influence on the rest of the state, providing breathtaking skylines, volatile (decidedly Democratic) politics, and a virtual kaleidoscope of culture, sports, restaurants, and shopping unequaled anywhere between New York and Los Angeles.

And it's not all conspicuous consumption, either. Business-to-business marketers also find Chicago an attractive market, with Cook County (the core of the three-county metro area) home to no fewer than 54 Fortune 500 companies. A look at Cook County's "billion dollar" industries (based on shipment/receipt data from Dun's Marketing Services) shows that while certain manufacturing and other related industries continue to flourish (commercial printing; petroleum refining; plastic parts manufacturing; general warehousing and storage; and electric services), the service sector has gained considerable momentum, with similar billion-dollar segments that include national and commercial banks; fire, medical, and casualty insurance; insurance agencies and brokers; residential building operators; real estate agents and management; advertising agencies;

PETER J. SCHULZ

AWARD-WINNING HOTELS AND RESTAURANTS

Since 1985, *Sales & Marketing Management* has handed out a total of 59 Business Executives' Dining Awards to the 16 Illinois restaurants listed below. The awards are based on the votes of our readers, who selected these dining spots as their favorite places for entertaining clients and customers in the Prairie State.

In addition, S&MM's sister publication, *Successful Meetings*, offers its annual Pinnacle Award to outstanding hotels and meeting facilities, with 16 Illinois hotels garnering a grand total of 55 Pinnacle Awards since 1985.

RESTAURANTS
Arnie's: Chicago
Berghoff: Chicago
Cafe La Cave: Des Plaines
Cape Cod Room: Chicago
Carson's, the Place for Ribs: Chicago
Chez Paul: Chicago
Como Inn: Chicago
Don Roth's Blackhawk: Chicago
Le Français: Wheeling
Gene & Georgetti: Chicago
Lawry's Prime Rib: Chicago
Morton's of Chicago: Chicago
Nick's Fishmarket: Chicago
The Pump Room: Chicago
Shaw's Crab House: Chicago
Spiaggia: Chicago

HOTELS
Chicago Hilton & Towers: Chicago
Chicago Marriott Downtown: Chicago
The Drake: Chicago
Hyatt Regency Chicago: Chicago
Hyatt Regency O'Hare: Rosemont
Indian Lakes Resort: Bloomington
Marriott Lincolnshire Resort: Lincolnshire
Marriott O'Hare: Rosemont
Nordic Hills Resort & Conf. Center: Itasca
The Palmer House: Chicago
Pheasant Run Resort: St. Charles
The Ritz-Carlton: Chicago
Sheraton Plaza: Chicago
Stouffer Hamilton Hotel: Itasca
Westin Hotel: Chicago
Westin O'Hare: Rosemont

health care; legal services; educational institutions; and management services.

When America's manufacturing sector fell on hard times in the 1970s and early 1980s, hundreds of Chicago factories (many of them located in outlying suburbs) closed or relocated, throwing these neighborhoods out of balance and their residents out of work.

Almost simultaneously, however, the city began a metamorphosis of a different sort, heralded by the downtown building boom of the early 1970s, a boom funded largely by corporations and cash-rich pension funds. The John Hancock Center, the Amoco Building, and the 110-story Sears Tower—three of the world's tallest buildings—led the vibrant redevelopment of downtown Chicago.

Today, the city boasts $10 billion worth of recent investment in the downtown area, 500,000 new jobs in the metropolitan area as a whole, and a newly retooled manufacturing sector.

In essence, Chicago has matured as a world business center. Seventy international banks and 20 foreign airlines currently operate in the city, and various major hotel corporations have built or rehabbed 10,000 rooms since 1980, bringing the area total to roughly 60,000—a definite necessity in a city that attracts more conventions than any other.

"Economic development is a top priority for Chicago," says Mayor Richard M. Daley. "More than 4,300 manufacturers, distributors, and industrial supply companies now operate in our city. They're here because our work force, supply network, transportation systems, and access to markets are among the best in the country."

Chamber of Commerce:
312-580-6900
Convention & Visitors Bureau:
312-225-5000

Population: 6,214,400
Households: 2,323,300
Black: 1,477,100
Hispanic: 738,100
Median Age: 33.2
Total EBI: $93,447,201,000
Median Hshld. EBI: $30,967
Retail Sales: $45,021,951,000
Buying Power Index: 2.7031

Accordingly, the city has recently invested $1.6 billion in its two airports (site selection for a third Chicago-area airport is already under way) and is constructing a new international terminal at O'Hare to provide more links to world business centers. In addition, the city is in the midst of building a number of new industrial parks and is also reclaiming older buildings as incubator space for start-up companies.

Statistically, Chicago's "number three" population status tends to color its ranking in several other areas as well. While the metro ranks 38th in median household EBI at $30,967 (ahead of both New York and Los Angeles), Chicago retail sales are consistently the third largest in the nation, as are its sales in food stores, apparel and accessory stores, eating and drinking places, and furniture, home furnishing, and appliance stores.

In other categories, however, Chicago ranks in second place among the nation's 320 metro markets—areas like gasoline service station sales, building material and hardware store sales, automotive dealer sales, and general merchandise store sales. And given the Windy City's penchant for cold and blustery winters and howling Lake Michigan gales, is it any wonder that Chicago tops all other metros in drugstore sales? At more than $2.5 billion, that's a lot of Dristan and Alka-Seltzer Plus in anybody's book. ▶

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DAVENPORT-ROCK ISLAND-MOLINE

Along with Davenport and Bettendorf, Iowa, the Illinois cities of Rock Island and Moline are known—particularly to test marketers—as "The Quad Cities."

Situated on I-80, one of the nation's major east-west interstate links, this three-city metro area (according to the more strict definition of the U.S. Census Bureau) owes much of its recent economic development to the cross-country transportation and shipping industries.

Historically, however, the transportation route that originally caused this region to flourish was the muddy, wide, and often wildly wavy Mississippi River that neatly (or not so neatly) bisects Iowa and Illinois. It was the proximity to this main U.S. waterway, in fact, that helped build local manufacturing empires like Deere & Co., still one of the metro area's major employers.

With a population of 367,500, Davenport-Rock Island-Moline boasts a median household EBI of $28,073, placing this metro well within the confines of the nation's top 100 markets, even though population-wise it ranks a more middle-of-the-road 120. And while retail sales in most major store group categories roughly mirror that position, both per-household eating and drinking place sales and per-household fast food sales are the highest of any Illinois metro area—statistics made even more amazing when you consider that this metro area ranks a distant 236th in per-household retail sales overall.

Chamber of Commerce:
309-762-3661
Convention & Visitors Bureau:
309-762-3661

Population: 367,500
Households: 142,000
Black: 18,500
Hispanic: 13,400
Median Age: 32.3
Total EBI: $4,995,095,000
Median Hshld. EBI: $28,073
Retail Sales: $2,473,393,000
Buying Power Index: .1486

However, it's precisely because of such typically "middle-American" stats that this market—along with nearby Peoria—has perennially been a prime proving ground for new products, with test marketers practically trampling each other to get their wares onto the shelves of the Quad Cities' retail establishments.

And although D-RI-M continues to work hard at being more than just a one-industry manufacturing town, diversification has still been relatively slow in coming to this hybrid metro area.

That should change appreciably, however, with the advent of riverboat gambling, finally sanctioned to begin in January 1991. According to Quad City Development's group vice president, Donald Gibeault, this should throw the tourism industry here into overdrive, and the prospect of Las Vegas-style hoards of free-spending gamblers is already spawning major downtown development on both sides of the Mississippi.

JOLIET

Originally linked to Chicago by river and later by rail, Joliet was another of the numerous satellite cities that—along with places like Waukegan, Aurora, and Elgin—became home to many of the manufacturing facilities that overflowed the cauldron of Chicago's burgeoning industrial growth back in the early part of this century.

With a population of 388,900, Joliet is the third largest metro in Illinois, a market that, interestingly enough,

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ranks second in the state in median household EBI ($33,840), placing Joliet's household earnings a highly respectable 25th out of 320 metros nationwide.

Ruth Calvert Fitzgerald, president of the Joliet/Will County Center for Economic Development, credits this unusually high median family income to the fact that "Joliet is a good base for manufacturing; [its] highly skilled work force is simply earning a good income, and the presently high level of employment in this area is making a difference."

Still, this is a relatively new phenomenon for Joliet. At its peak in 1983, unemployment here was among the worst in the nation, topping 26.5%. By January of 1986, however, that figure had fallen to a more tolerable 11%, and over the course of the next three years was cut in half yet again, thanks to the creation of 6,000 new jobs and the recall of more than 500 employees by Caterpillar—one of the area's biggest employers. This was a direct result of the success of the company's "plant of the future" program, designed to streamline operations and position Caterpillar competitively in the world market.

But while Joliet's incomes have rebounded, retail sales clearly have not. Among the nation's 320 metros, Joliet holds a disappointing rank of 278th in per-household retail sales, placing in the top 100 only in sales in drugstores and gasoline service stations. Not only that, per-household sales in eating and drinking places, supermarkets, and food stores are among the lowest of any metro in the country.

Why this apparent discord? Economic Development president Fitzgerald explains: "Because we're so close to major retail malls outside of our [metro] area, great portions of Joliet's excellent disposable income are being spent elsewhere. Obviously, there are some tremendous opportunities here for quality retailers, but until we attract more of them, this trend will unfortunately continue."

Chamber of Commerce:
815-727-5371
Convention & Visitors Bureau:
815-727-5371

Population: 388,900
Households: 130,300
Black: 38,800
Hispanic: 19,600
Median Age: 30.4
Total EBI: $5,240,826,000
Median Hshld. EBI: $33,840
Retail Sales: $2,093,219,000
Buying Power Index: .1473

ILLINOIS GROWTH STATISTICS

	TOTAL POPULATION	TOTAL HOUSEHOLDS	TOTAL EBI ($000)	AVERAGE HSHLD. EBI	TOTAL RETAIL SALES ($000)
1970:	11,180,300	3,531,100	$ 42,573,547	$12,057	$ 21,725,566
1980:	11,452,700	4,091,600	$101,975,141	$24,923	$ 48,060,409
1989:	11,696,900	4,371,400	$163,535,104	$37,410	$ 78,949,322
1994:	11,788,500	4,513,800	$239,476,262	$53,217	$106,336,459

SOURCE: Sales & Marketing Management; *1971, 1981, and 1990 Survey of Buying Power, Parts I & II.*

LAKE COUNTY

With a population of 508,200, Lake County is, after Chicago, the second largest metropolitan area in Illinois. And with a projected 1988-1993 growth rate of 6.5%, it's also one of the state's fastest growing markets.

Even more impressive, however, is this metro's median household EBI, which at $37,577 is by far the highest in Illinois and ranks 10th highest of any of the nation's 320 metropolitan markets.

This dazzling string of statistics also extends to retail sales, where Lake County ranks in the top 100 in virtually every category except general merchandise store sales—finishing an only-slightly-less-impressive 105th overall.

With its proximity to Chicago, Milwaukee, and at least three other major Illinois markets, this diverse area has traditionally been a prime "bedroom community" for the crème de la crème of Chicago's executive elite. In fact, according to senior city planner, Warren Wood, a whopping "sixty-five percent of the CEOs of major Chicago-area corporations live in Lake County's portion of the North Shore," an area that includes such upscale haunts as Lake Forrest, Lake Bluff, and Highland Park—dubbed the "Coho Coast," a reference to the plentitude of Coho Salmon spawned and caught in Lake Michigan's waters.

Chamber of Commerce:
312-249-3800
Convention & Visitors Bureau:
312-662-2700

Population: 508,200
Households: 171,700
Black: 36,200
Hispanic: 30,400
Median Age: 31.1
Total EBI: $8,722,856,000
Median Hshld. EBI: $37,577
Retail Sales: $4,423,284,000
Buying Power Index: .2504

In addition to the enormous concentration of "old" money, Lake County also possesses a diversified and robust economic base, driven in part by the biomedical industry and giants such as Abbott Laboratories and Baxter International. This base is supported by a well-educated and highly skilled labor force—among them 35,000 blacks and nearly 29,000 Hispanics—many of whom live in and around Waukegan, another old satellite manufacturing city

just up the shore of Lake Michigan.

One curious aspect of this area's recent development concerns layoffs at Baxter International, which have surprisingly spawned what Wood calls a "flurry of entrepreneurism" within the county. Biomedical entrepreneurships in Lake County have resulted in the creation of such internationally renowned hi-tech/biomedical firms as Pandex and BioImaging, an indirect function of the huge pool of experienced technicians and engineers that live and work in the area.

Lake County's growing role in the world economy is perhaps best summed up by a seemingly small, yet significant, event: The recent appointment of a full-time customs agent at the Waukegan regional airport, a development considered to be of vital importance to area firms that rely on corporate aviation to do business internationally.

PEORIA

Like a number of other Illinois cities, Peoria originally made its fortune from a combination of river transportation (connected, as it is, to both the Great Lakes and the Gulf of Mexico) and cross-country railway links.

Early on, waterway transportation and water resources helped the city become "the distillery capital of the world," home to such well-known brewers and distillers as Pabst and Hiram Walker. Since 1925, however, Peoria's fortunes have been most closely tied—for better or worse—to Caterpillar, the world's largest manufacturer of earth moving equipment.

The "worse" part of this scenario occurred in the 1970s and 1980s, when

Chamber of Commerce:
309-676-0755
Convention & Visitors Bureau:
309-676-0303

Population: 346,900
Households: 132,200
Black: 23,000
Hispanic: 4,000
Median Age: 32.5
Total EBI: $5,106,303,000
Median Hshld. EBI: $30,394
Retail Sales: $2,352,146,000
Buying Power Index: .1464

an industry shakeout hit Peoria perhaps harder than any of its Illinois counterparts. As "Cat" found its world markets faltering, it was forced to cut its work force dramatically. A similar downturn in the alcoholic beverage industry caused the distilleries to follow suit, and to top it all off, the surrounding farm communities were hit with a severe drought and depression.

Nowadays, however, things are decidedly better in Peoria, thanks largely to the fact that Caterpillar has rebounded, retooled, and is currently Illinois's leading exporter. Also, the farm crisis has abated somewhat, and perhaps most important of all, Peoria's industries are beginning to diversify.

"Peoria has become an outstanding example of hi-tech in the heartland," says Martin Mini, president of Peoria's Economic Development Council. Here are just a few of the examples Mini cites: An infant biotechnology industry has put down its roots here; aerospace companies relocating from the West Coast are thriving; and a number of direct marketing companies are finding their way to this Downstate city.

Peoria's newfound economic well-being is reflected in its healthy median household EBI, which at $30,394 places this metro area among the top 50 in the nation. Consumer spending, on the other hand, has tended to lag somewhat, with per-household retail sales charting a distant 224 out of 320 U.S. metros and sales in individual store group categories ranking Peoria anywhere from 120th to 148th nationwide. This would seem to suggest that the hard times many residents of this market have experienced in recent years has tightened their grip on savings and made them less likely to turn over their hard earned dollars, at least until they feel assured that things are indeed back on track in this once beleaguered market.

According to the age-old maxim, if something "plays in Peoria" it has a better-than-average chance of succeeding elsewhere. Given this, and given what "plays" in Peoria these days, you might say that what has happened in this particular Illinois market also reflects what has happened to the state as a whole in recent years. Like Peoria, Illinois has had its share of ups and downs. And, as they have in Peoria, diversification and change have affected a turnaround of major proportions in virtually every corner of Illinois—from the glass-and-steel canyons of Chicago's business district to the suburban office and industrial parks to the farms and prairies beyond. □

Donna Wintergreen is president of Wintergreen Marketing, a Chicago-based advertising and communications firm.

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